



2020 Tech Recruiting Benchmarks Report

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Introduction

If there's a superpower that's available to every business, regardless of size or industry, it's data. On the whole, some business units have been quicker to adopt "the Data Mindset" than others; only in recent years have we seen it become a top priority for recruiting orgs. According to LinkedIn, most recruiters and hiring managers are now using data in their talent decisions, even if they're doing so in rudimentary ways. In fact, **between 2015 and 2019, the number of recruiters who listed "data analysis" as a skill on their LinkedIn profiles grew by 111%**. And as the volume of, and access to, that data increases, we expect talent acquisition teams and recruiting ops to become all the more sophisticated in their approaches. After all, data can already do more than help us track sourcing and hiring efforts; it can also predict hiring outcomes.

The turn toward data in recruiting originates in part in the exceptional challenge of connecting with the best possible talent. If data taught recruitment anything, it's that sourcing passive talent makes for stronger hires: sourced candidates get hired at twice the rate of applicants, and there's plenty of evidence out there to suggest that sourcing improves quality of hire and reduces both time to hire and cost of hire. Yet passive talent is more difficult to find and engage. Technology has responded to this competitive need, and recruiting teams now have access to metrics and dashboards that help them make informed decisions about their own outreach, funnels, and hiring processes.

If your team is like most TA teams we know, your sourcing tools and talent CRMs are gathering data *for* you, but you're just starting to dig into the numbers, discern the ones that matter, and recognize what they mean for your organization. You may be experiencing a lag time between prioritization and identification: while 71% of organizations see people analytics as a top priority, only 9% understand which KPIs

Our Goal

This benchmarking report is to help talent leadership gauge the success of their teams' sourcing and outreach efforts, as well as the health of their recruiting funnels, by comparing them to industry averages.



ultimately drive performance. What's more, you're likely using internal comparisons to understand your team's performance—gauging success by percentage of improvement over last quarter or year, for example.

In some cases, internal comparison makes sense. But ultimately, if you don't have a wider context for your recruiting data, you can't be confident about whether those numbers are objectively "good." That's why most forward-thinking businesses don't just want clarity on their own metrics; they want clarity on, and fluency around, the state of recruiting performance for their industry. It's how businesses learn hard truths about where they're underperforming, identify important trends, and uncover pain points they may not have known otherwise. With this intelligence, you can implement changes in behavior or strategy, or justify investments in tools and resources to improve those elements of your hiring process that need attention. In that sense, benchmarks are a vital starting place for asking valuable questions about your process.

Gem's first-ever Tech Recruiting Benchmarks Report draws from our database of over 1 million outreach emails and nearly 600,000 candidates who entered process. Our goal is to help talent leadership at growing tech companies compare their recruiting numbers to industry averages,

giving them a deeper understanding of what they need to work on to remain competitive. What are average open and reply rates for prospect outreach? Which roles are you most (and least) likely to see responses for? How many qualified candidates have to enter process for you to make a single hire in a given department? What are average conversion rates for each step of the recruiting funnel? How do these differ by department, location, gender, and company size? These are the kinds of questions we answer here.

Of course, the data is only as good as it is actionable; so we also offer guidance for translating data into execution. That way, if your numbers aren't up to par with the average in one area, you'll have an idea of how to start optimizing using best practices.

We also sat down with two of our customers who exemplify best uses of data in their hiring efforts: Dropbox when it comes to managing recruiter performance, and Twilio when it comes to tracking passthrough rates and debugging their funnel. We hope these stories about what smart talent teams look for in their data, and how they interpret it to optimize their hiring, will inspire you to start tracking your entire funnel from reach-out to offer-out and see what you can learn about the state of your recruiting.

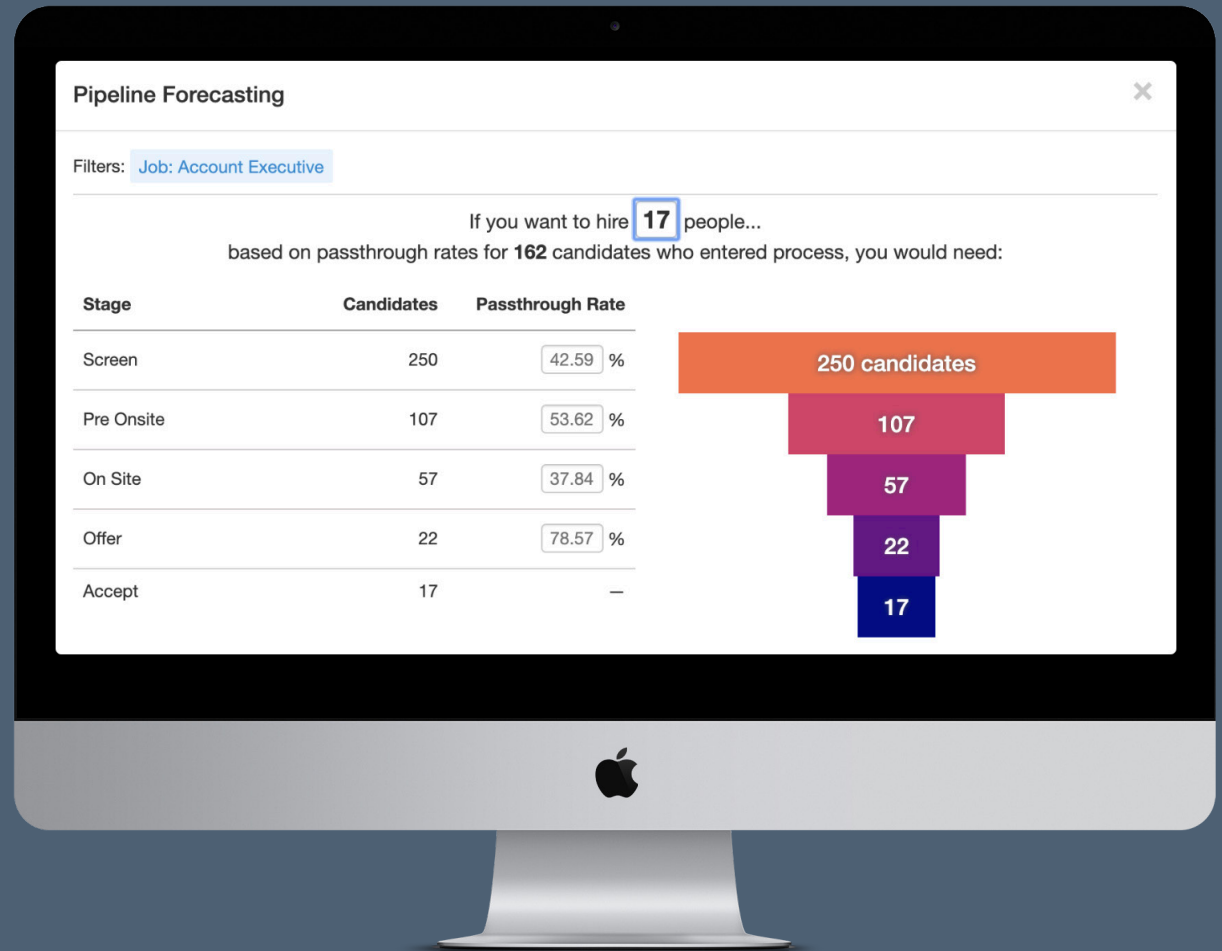
Some questions this report answers:

- What are average open and reply rates for prospect outreach?
- Which roles are you most (and least) likely to see responses for?
- How many qualified candidates need to enter process for you to make a hire in a given department?
- What are average conversion rates for each step of the recruiting funnel?
- How do these numbers differ by department, location, gender, and company size?



Passthrough Rates

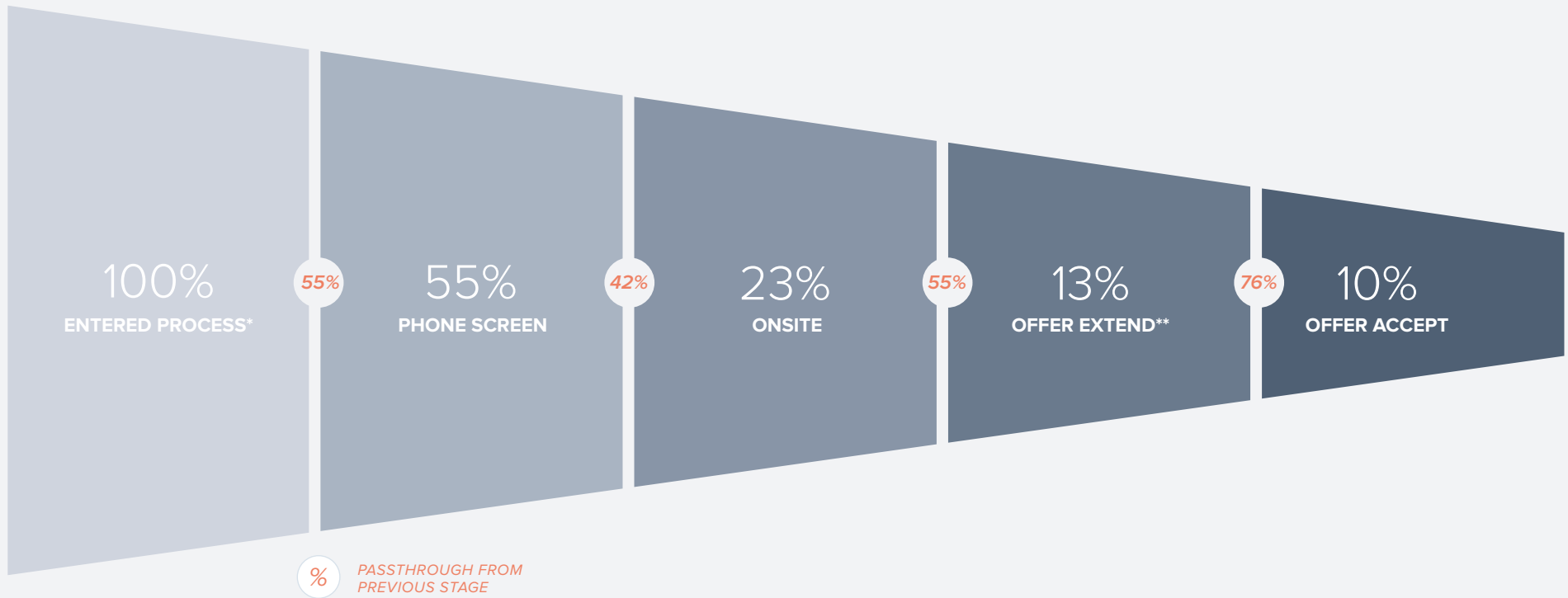
Passthrough rates—also known as conversion rates—let you analyze the overall health of your funnel and observe where you’re experiencing bottlenecks in the form of candidate drop-offs. The recruitment funnel begins with talent sourcing (top of the funnel) and ends with a signed offer (bottom of the funnel). Among Gem’s users, the average number of stages in the recruiting pipeline is seven, though the number of stages often varies by role. In the following, we’ve used the five most common pipeline stages we see and have benchmarked passthrough rates between those stages. Gem’s data is specific to sourced candidates, but your team should also track passthrough rates by source of hire (e.g. university recruiting, referrals, internal applicants, direct applicants, agency placements, etc.). Comparing these rates will give you important insights into your most fruitful and efficient hiring channels.



Gem's Pipeline Analytics allows you to view your full funnel, from outreach to hire. It combines Gem's outreach data with your ATS's candidate data to answer questions like: How many offers accepted did Recruiter X get in Q4? What have our passthrough rates from

Phone Screen to Onsite for Software Engineers in the Austin office been since January? How many candidates will we need at each stage of the funnel in order to hire 7 Product Managers, based on historic conversion rates?

Aggregate Passthrough Rates



**Entered Process" means a recruiter has created an application for the candidate in an ATS. Two things likely need to have happened for this to occur: the candidate has expressed interest in the role, and an application review has provided a "first filter" prior to phone screen.

**Because recruiters often only create the offer in their ATS after the candidate has verbally accepted, the Offer Extend rate is by and large artificially low, which makes the Offer Accept rate look artificially high. For data related to company size and location, we have enough data to accurately calculate Offer Extend rates, and show detailed passthrough rates for Onsite → Offer Extend → Offer Accept. But we couldn't achieve this granularity by gender or role, so we skip that stage and instead show passthrough rates from Onsite directly to Offer Accept.



Key Takeaways for Aggregate Passthrough Rates

Around 40% of phone screens lead to an onsite.

If you're far from of 40% in either direction, it may mean either that you need to be more selective in your screening process (otherwise you're ultimately taking up precious interviewer time), or that you're being too selective (not enough candidates are making it onsite). Take a hard look at your screening process. Is it asking the questions that are getting you true insights into the candidate and their ability to take on this role? Is your hiring manager's list of qualifications too rigorous?

Around half of onsites lead to an offer.

Are your passthrough rates higher or lower? If yours are outside this range, you could be conducting too many or too few onsite interviews. As with phone screenings, determine if interviewers are being too rigorous or too generous in their evaluations. Maybe recruiters and hiring managers aren't aligned on hiring criteria, or there's poor communication between both parties. Calibrating on ideal responses for each interview question is an integral part of ensuring that all interviewers are aligned on candidate qualifications. Furthermore, mapping the reasons for rejection at this stage will alert you to broader patterns that can help you fine-tune your recruiting motion. If the problem is candidate quality, sit down with sourcers and review your screening process. If candidates are choosing to withdraw after onsites, look into the interview experience and hold hiring managers and interview panelists accountable.

Around ¾ of offers extended lead to an accept.

If you're seeing a lower ratio than this, ask for honest feedback from candidates who rejected your offer. Withdrawal reasons can range from more competitive offers elsewhere, to not effectively "selling" your company during the process, to candidates' perceptions of company culture, to inadequate follow-up after the offer was extended. Revisit your offer letter to verify that comp and benefits are on par with your industry. Digging into data from exit interviews—the reasons employees eventually leave the org—might also get you insights into what candidates may have perceived, but couldn't articulate, about your company while in process.

For every 2 interviews,
one offer is made

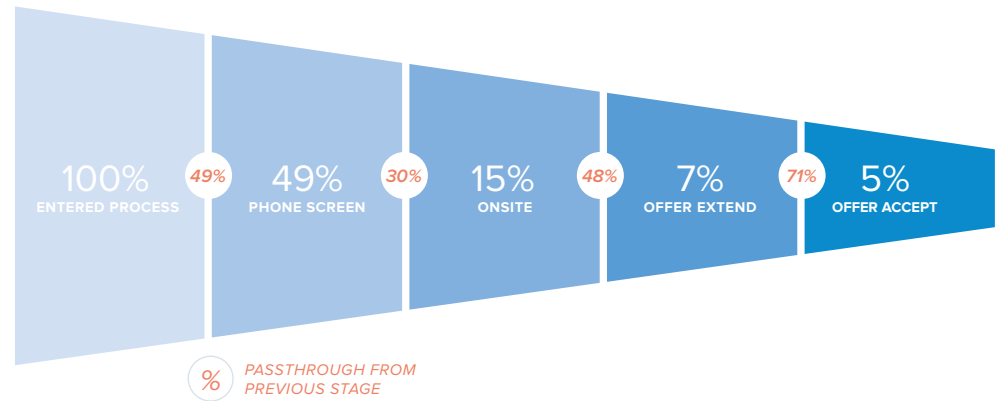
For every 4 offers made,
3 candidates accept



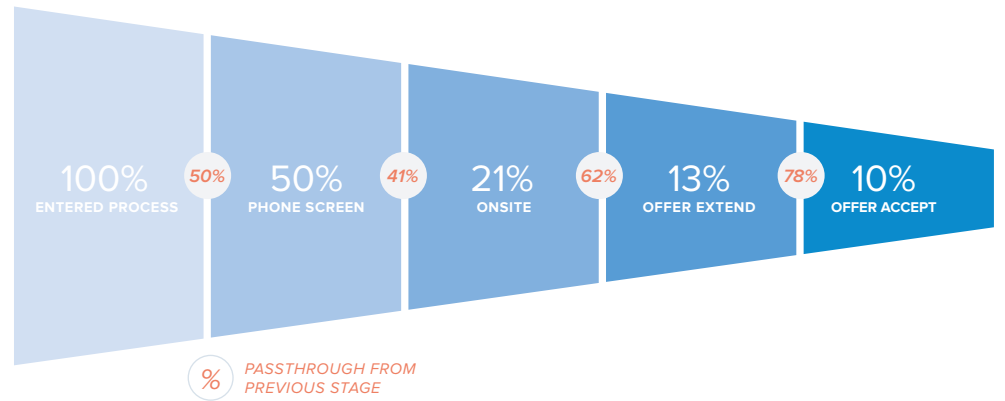
Passthrough Rates by Company Size



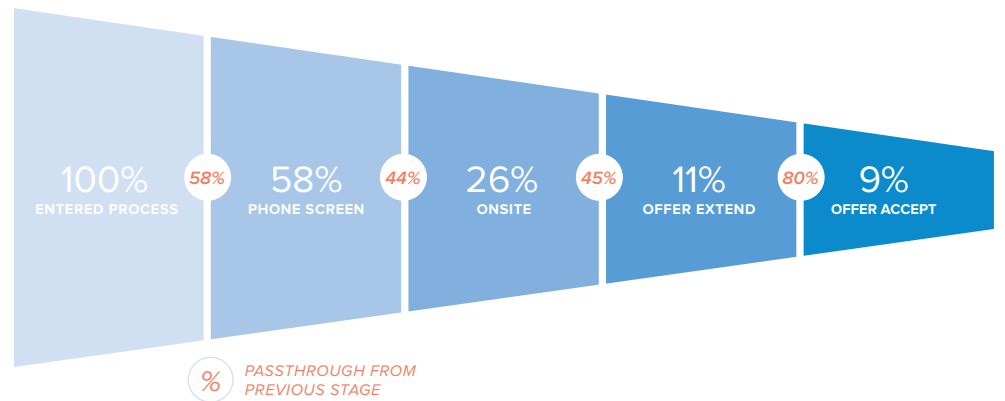
**1 - 249
FTEs**



**250 - 999
FTEs**



**1000+
FTEs**



Key Takeaways for Passthrough Rates by Company Size

As company size increases, passthrough rates increase at nearly every stage of the funnel.

The only stage at which this is *not* the case is Offers Extended.

Larger companies extend fewer offers following onsites than small- or medium-sized companies do.

The smallest companies have to work twice as hard to see as many Offer-Accepts.

5% of candidates who enter process in small companies ultimately accept offers, while 9% and 10% who enter process at large and medium-sized companies, respectively, accept offers.

Small companies are more discerning than large companies about which candidates they move on to the phone screen stage (49% v. 58% passthrough rate from beginning of process).

They also invite fewer candidates onsite than larger companies do (30% v. 44% passthrough rates). But they tend to extend more offers (48% v. 45% passthrough rates).

How to Leverage the Data on Passthrough Rates by Company Size

Larger companies might take a tip from smaller companies: screen like a startup.

Onsite interviews are costly—especially for technical roles with panel interview time. Smaller companies are particularly aware of this, and larger companies will benefit from recognizing it. Make sure the questions you ask during your phone screens get as much pertinent information as possible from the candidate: hard skills *and* soft skills, intelligence *and* values, and so on. Make sure, too, that recruiters know what red flags to watch out for. Being more selective at the top of the funnel means better Onsite → Offer Extend passthrough rates—because you brought the right people in to begin with.

Because smaller companies are a bigger risk, they tend to see lower Offer-to-Accept rates.

There are a number of ways to offset this risk, whether it's real or perceived. One involves **improving the overall candidate experience**: use a combination of candidate surveys and best practices to determine where in the journey you could be serving your candidates better. Another concerns **employee value propositions**. Your EVP is the unique set of benefits employees receive in return for their contributions to your company. “Unique” is the key word there: Why should they come work for *you* rather than the other companies offering them roles? What contribution can you make to their lives—*beyond compensation*—for a fulfilling employee (and human) experience? Clarify the answers to those questions so you can speak to them—*especially* if withdrawal data suggests you're losing candidates to competitors. Finally, *get candidates as excited about the role as you do about the company*. Recent surveys from LinkedIn show that the things candidates most want to know about are the role's expectations and workload, what their personal career trajectory would look like, and what “a day in the life” entails. Ultimately, they want to be able to envision what a day-to-day experience would be—tomorrow and five years from now—if they were to take the role. So help them see that.

How smaller companies can improve their Offer-to-Accept conversion rates:

Upgrade your candidate experience based on best practices and prior candidate feedback

Define your EVP and ensure candidates are clear about all it entails

Sell the role—not just the company



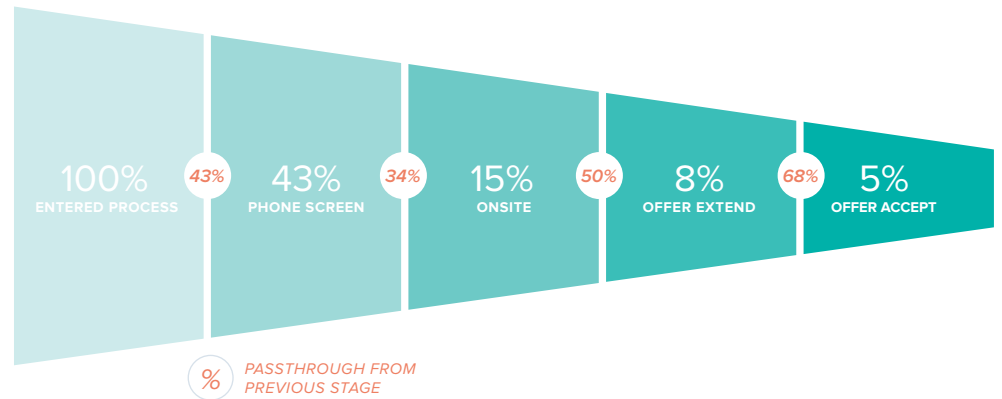
Passthrough Rates
by
Company
Location*



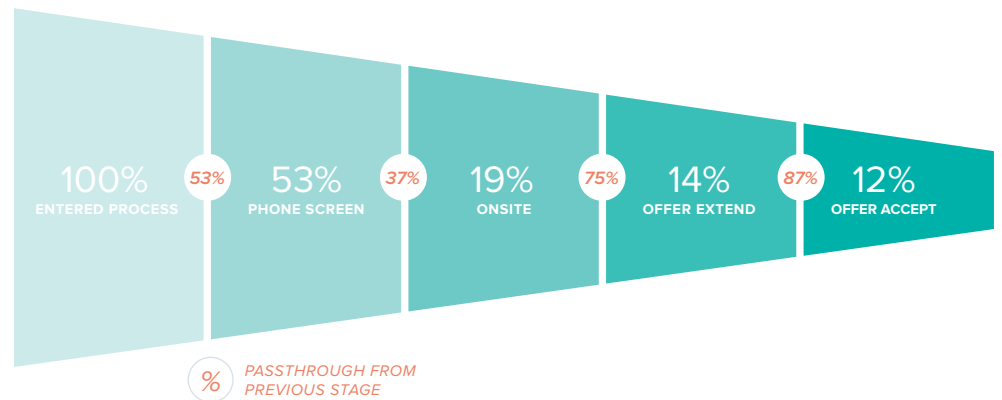
San
Francisco



New York



Other



* "Location" refers to company headquarters. The category "Other" includes U.S. cities with fewer overall tech companies (Atlanta, Chicago, Denver, Detroit, Minneapolis, Pittsburgh, Portland, Salt Lake City, Seattle, etc.), as well as Gem's customers with international HQs.

Key Takeaways for Passthrough Rates by Company Location

Companies with New York HQs have lower overall passthrough rates than companies with HQs elsewhere in the world—including those in San Francisco.

New York-headquartered companies appear to be more discerning at the top of the funnel and extend fewer offers. But they also see fewer Offer Accepts: Only 5% of candidates who enter process in New York-based companies ultimately accept offers, compared to 10% who enter process in San Francisco-based companies, and 12% who enter process in companies headquartered elsewhere.

San Francisco-based companies extend fewer offers on the whole.

While companies with HQs in San Francisco have more phone screens and schedule more onsite than companies with HQs in the “Other” category (everywhere except New York), they ultimately extend fewer offers after onsites and have a lower Offer Accept rate than companies in the “Other” category.

The biggest takeaway is that it’s much, much harder for San Francisco- and New York-based companies to usher candidates through the end of the funnel.

San Francisco’s and New York’s Onsite → Offer Extend and Offer Extend → Offer Accept passthrough rates pale in comparison to companies with headquarters elsewhere. Companies in the “Other” location category extend significantly more offers than those in NY and SF (75% versus 50% and 51%, respectively), and candidates are more likely to accept those offers: 10% more likely than for San Francisco companies, and over 20% more likely than for New York companies.

Companies that are headquartered outside of New York or San Francisco extend significantly more offers after onsite than NY/SF-based companies.

They also see much better Offer Accept rates.

87%

Offer Acceptance
Companies based outside of
San Francisco & New York

68%

Offer Acceptance
NY-based companies

77%

Offer Acceptance
SF-based companies

How to Leverage the Data for Passthrough Rates by Company Location

One obvious conjecture is that because there are fewer tech companies in these “Other” cities, there are fewer open positions, and therefore limited options for talent. If their Offer Accept rates are not where they’d like them to be, companies headquartered in tech hubs like New York and the San Francisco Bay Area should follow the suggestions we offered in the previous section: Clarify and clearly communicate your EVP, sell the day-to-day experiential details of the role so candidates can envision themselves in it, and use data to improve the overall candidate experience.

Why so much emphasis on candidate experience? Because the data looks like this:

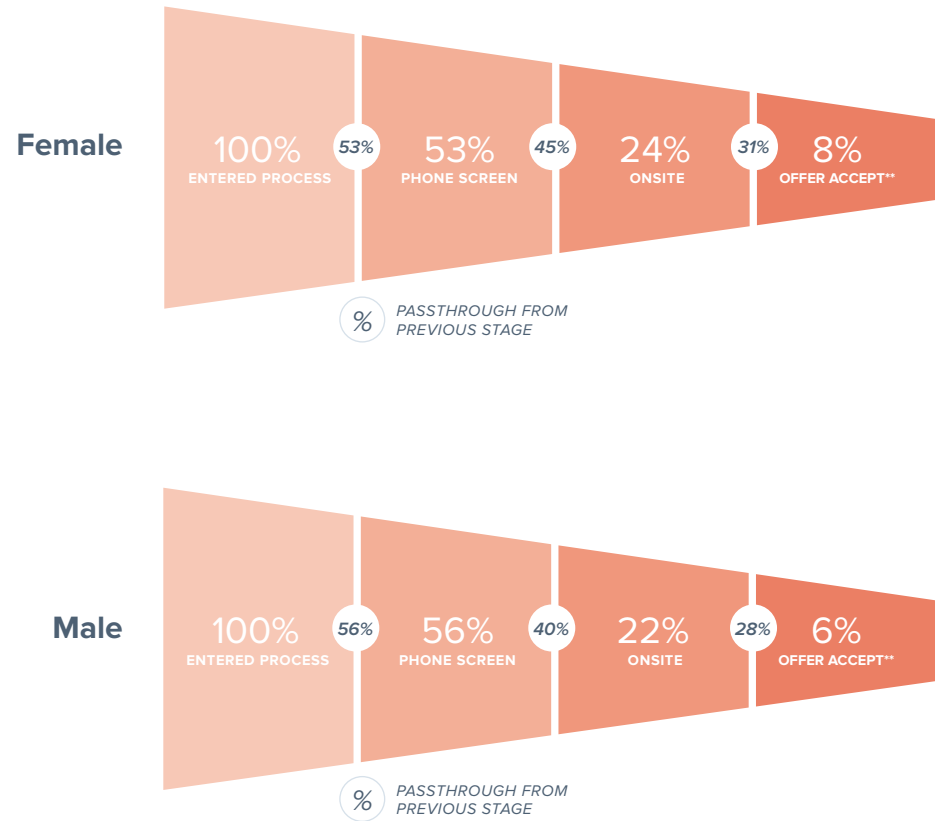
- 69% of job seekers would share a poor candidate experience with their networks
- 82% of job seekers would share a positive candidate experience with their networks
- 54% of job seekers said a negative candidate experience would impact their decision to buy the company’s product

In other words, candidate experience affects not only your brand image (and therefore, your future applicants); it also impacts your sales. **What’s more, companies who ask for candidate feedback see double-digit improvements in candidate conversions, recruiting performance, and sourcing effectiveness.** Perhaps unsurprisingly, they also see improvements to ratings on employer review sites.

Some sample questions for your candidate experience survey:

- Did our screening questions match your understanding of the required skills and experience for the job?
- Did our career site answer your questions about what it’s like to work here? What was it missing?
- On a scale of 1 to 10, how would you rate the interview process?
- On a scale of 1 to 10, how clear and prompt was recruiter communication?
- What are the top 3 things we could do to improve our recruiting process?
- Would you refer others in your network to apply for a position here? Why?
- How likely would you be to apply for a role at our company again?

Passthrough Rates by Gender*



*Gem partners with an API that assigns gender based on a prospect's first name as shown on their LinkedIn profile. The algorithm supports names in countries all around the world, and assigns a gender only at a 94%+ confidence level. In some cases, the API will not assign a gender, and Gem users can manually input that information if they wish. The data to the right doesn't account for the "non-binary" or "unknown" data in our database.

**The Offer Accept rates shown here (and in the following) will seem quite low in comparison to data sets on previous pages. Keep in mind that we had to extract the Offer Extend stage from the equations here; so a 31% passthrough rate from Onsite to Offer Accept accounts for both the candidates who either didn't pass or dropped out after the onsite, and the candidates who rejected the job offer.

THE DATA ABOVE
SHOWS THAT ABOUT
1/3 of Onsites
LEAD TO
Offer Accepts

Key Takeaways for Passthrough Rates by Gender

Broadly speaking, there's a top-of-funnel problem when it comes to gender diversity in sourcing.

Across our data, *more than 2x* as many male candidates enter process as female candidates. Unfortunately, this data squares with other studies in the recruiting industry: LinkedIn's 2018 Gender Insights Report, for example, found that recruiters—regardless of their own gender—are 13% less likely to click on a woman's profile when she shows up in a search.

Despite that discrepancy, and compared to men, a greater percentage of women are passing through to onsite stages (45% v. 40%).

In other words, while fewer women are entering into process, the ones who *do* enter seem to outperform their male counterparts. The numbers suggest that unconscious bias tends to have the strongest impact on the gender gap *before* recruiters have their first point of contact with candidates. By and large, recruiting teams have a more equitable *interview* process than they think; diversity is more a top-of-funnel problem. If companies could bring in more women at the top of the funnel, they would likely see the same (or better) success rates that they see with male candidates.

For both male- and female-identified talent, about 1/3 of onsites lead to offers accepted.

More than **2x as many male candidates enter process** as female candidates; but **female candidates pass through subsequent stages at better rates.**

The story this tells is that **unconscious bias has the strongest impact** on the gender gap in the stages *before* recruiters actually speak with candidates (sourcing and application review). Companies that care about diversity should **spend more time nurturing diverse talent pools at the top of the funnel.**



How to Leverage the Data for Passthrough Rates by Gender

At the very top of the funnel, **the most valuable thing you can do is put recruiters through an unconscious bias training.** The data shows that unconscious bias exists *even* for URMs and female-identified recruiters. Helping recruiters become aware of their own beliefs and assumptions might change the way they relate to female and non-binary profiles when they show up in searches.

The fact that female-identified candidates pass through the interview funnel at higher rates than male-identified candidates suggests that a best practice is to **nurture diverse talent pools at the very top of the funnel**, particularly in areas where you have more direct control over who enters the funnel: in sourcing. This means getting on LinkedIn or going out into the world (“fishing where the fish are”) and specifically reaching out to female, nonbinary, and otherwise underrepresented talent. While you’re at it, pay attention to the gender breakdown of your talent pipelines by *role*, rather than just in aggregate. You may discover that your engineering pipeline is primarily made up of male talent, while your HR or marketing pipelines are primarily made up of female talent. That’s a trend worth identifying and correcting for in more specific ways.

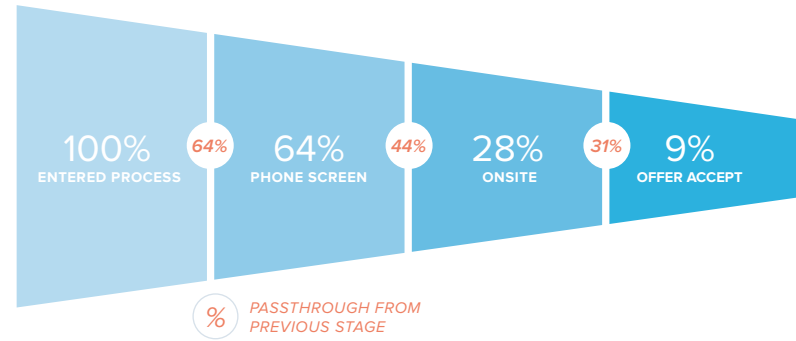
If your Offer Accept rates for female-identified talent are sub-par, **your most valuable asset may be internal data about candidate withdrawal or offer rejection reasons.** You should be asking *all* candidates who withdraw from process to be honest about their reasons for doing so; but for female-identified candidates or other specific segments that you’re digging deeper into, examining withdrawal reasons can be particularly insightful. Were they turned off by company culture? Did the comp package not meet their expectations? What investments might you need to make—from more inclusive practices to increased female representation at the leadership level—to increase the Offer Accept rate for female candidates?



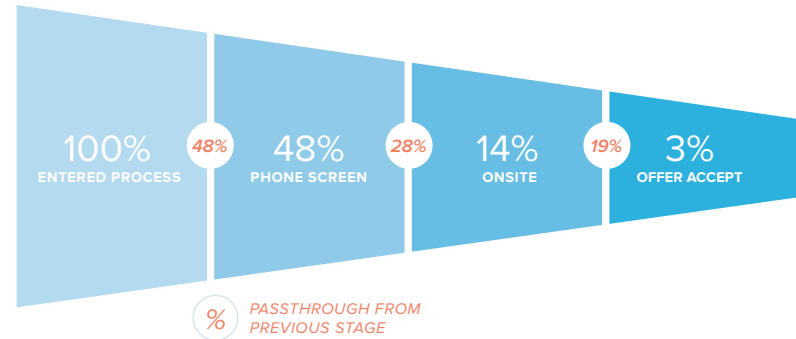
Passthrough Rates by Role/ Department



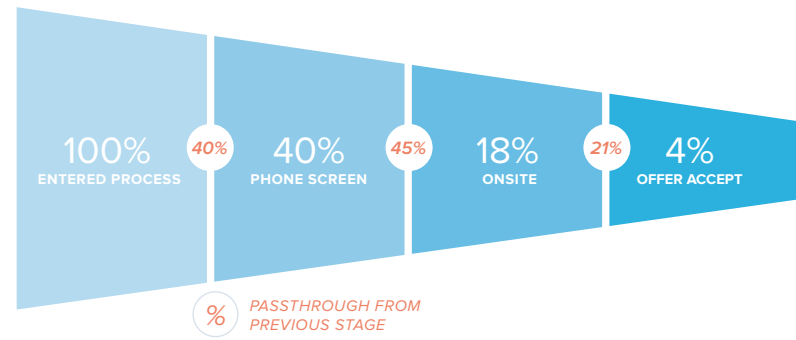
Customer Success



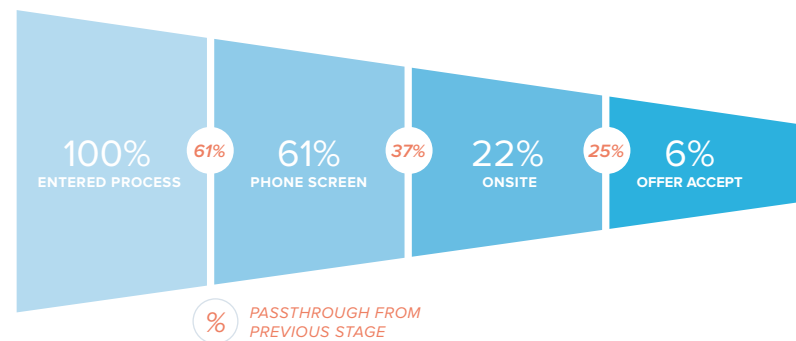
Data Science



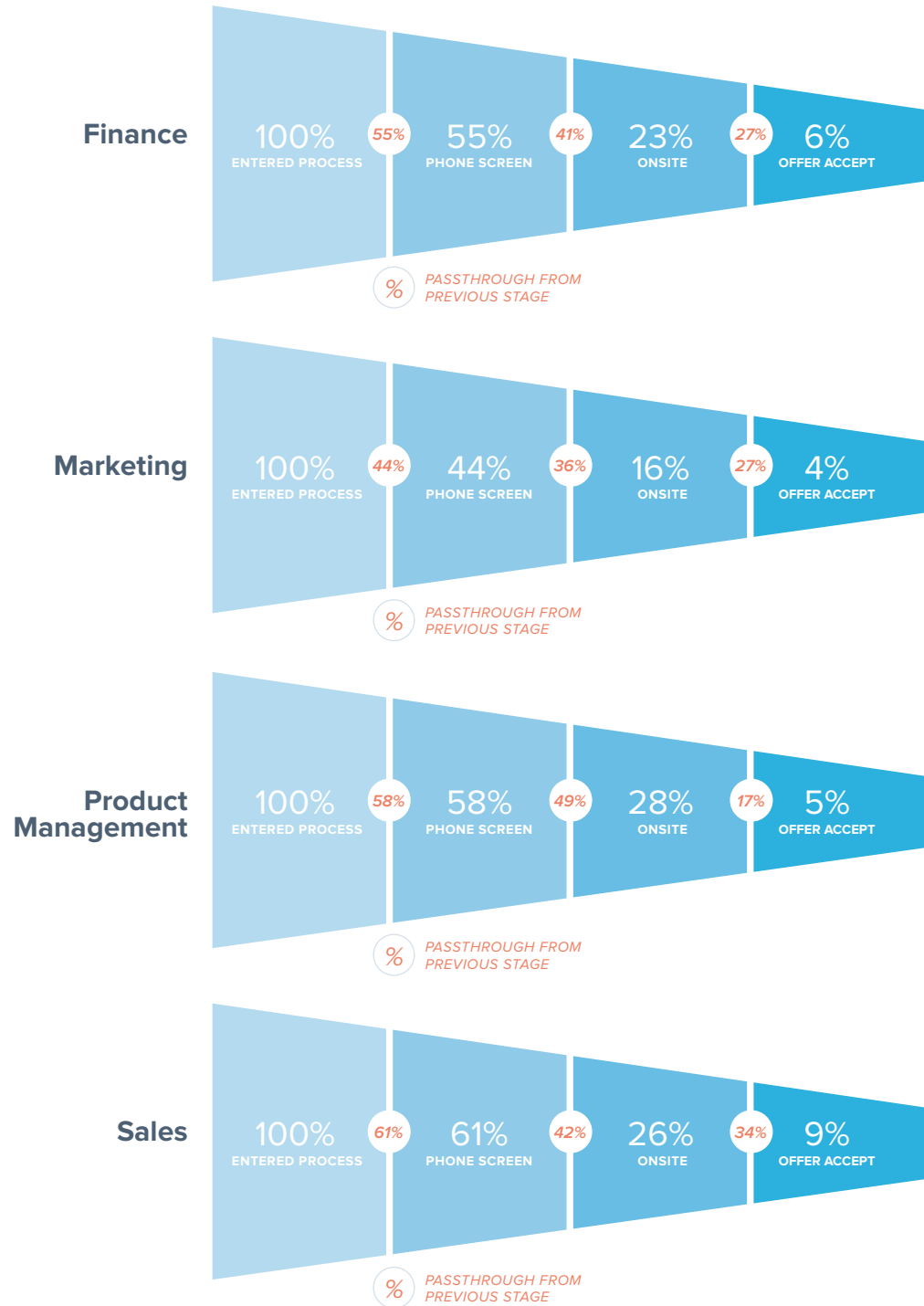
Design



Engineering



Passthrough Rates by Role/ Department (Continued)



Another Look at Passthrough Rates by Role/Department

Below is the same data presented in a different format. These numbers should help you estimate how many candidates you'll need at a given stage in the funnel in order to fill a role. (Remember: a candidate "enters process" after they've expressed interest and an application review has provided a "first filter" prior to phone screen.) It's also useful for gauging how healthy your pipeline is, for the next time that particular role opens.

Customer Success	
Number of people entered process to make a hire	12
Number of phone screens to make a hire	7
Number of onsites to make a hire	3

Data Science	
Number of people entered process to make a hire	38
Number of phone screens to make a hire	16
Number of onsites to make a hire	5

Design	
Number of people entered process to make a hire	26
Number of phone screens to make a hire	10
Number of onsites to make a hire	5

Engineering	
Number of people entered process to make a hire	17
Number of phone screens to make a hire	10
Number of onsites to make a hire	4

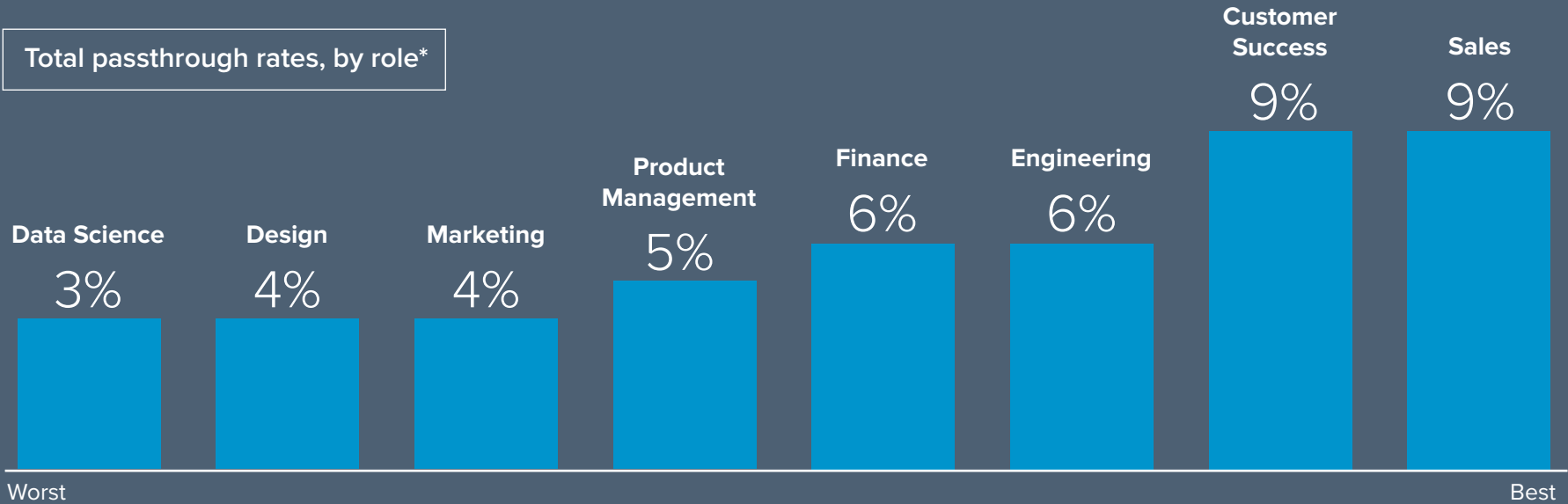
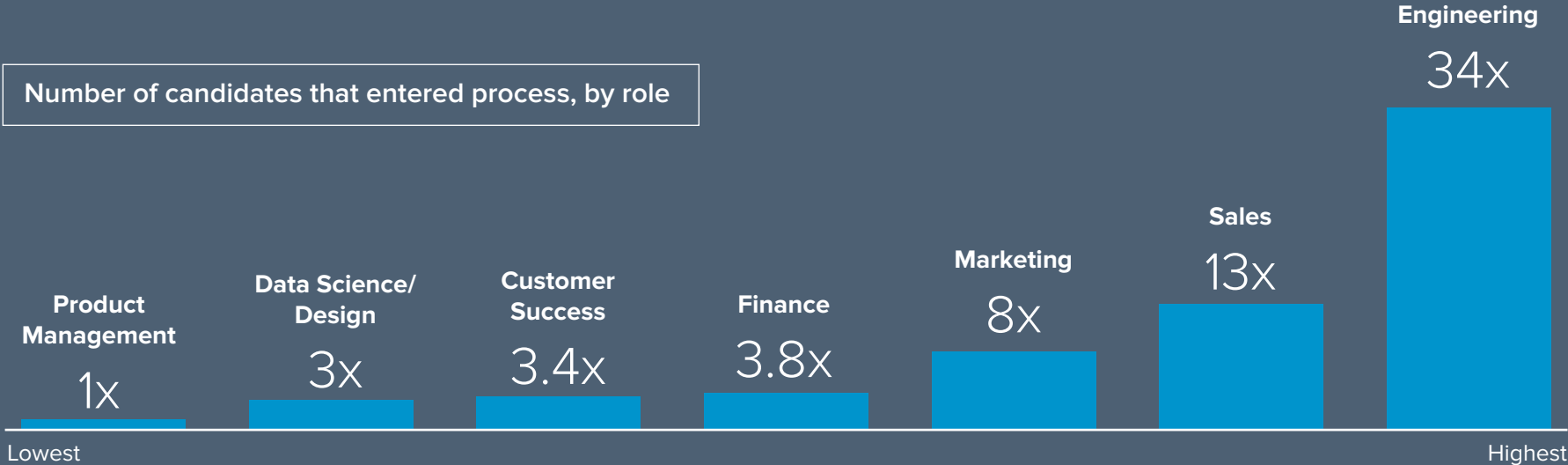
Finance	
Number of people entered process to make a hire	16
Number of phone screens to make a hire	9
Number of onsites to make a hire	4

Marketing	
Number of people entered process to make a hire	24
Number of phone screens to make a hire	11
Number of onsites to make a hire	4

Product Management	
Number of people entered process to make a hire	21
Number of phone screens to make a hire	12
Number of onsites to make a hire	6

Sales	
Number of people entered process to make a hire	12
Number of phone screens to make a hire	7
Number of onsites to make a hire	3

Key Takeaways for Passthrough Rates by Role/Department



* % of candidates who enter process that end up accepting offers



How to Leverage the Data for Passthrough Rates by Role/Department

Dropouts in your hiring funnel will involve some combination of candidates who withdraw from process and candidates whom you decide not to move forward with. Hopefully you're documenting every step in every candidate's journey. Over time, you'll be able to observe patterns in your internal data, and optimize parts of your hiring process from there.

If there's a particular role you're struggling to move through a specific stage in the funnel, it's helpful to know if it's a common struggle for companies at that stage. If benchmarks suggest your struggle is on par with the industry, your best bet is to start nurturing prospects and building pipeline for that role as soon as possible. You'll want a set of strong relationships in place with talent with those skill sets—especially if you foresee more of the same role opening in the future. It may also help to get more realistic about both your goals and your forecasting for that role.

If, on the other hand, your struggle appears to be out of tune with what's happening in the industry, it's time to examine your processes, people, and structures at that stage to see what might be causing the hiccup. Talk to employees who hold the same (or similar) roles and find out if candidate expectations and the reality of your position aren't aligned. Walk them through the details of that stage in the hiring process if it's useful. And, as always, reach out to candidates who fell out at that stage—especially recent withdrawals. They'll have the freshest insights for you about what they experienced in those hours before they withdrew, and how you could have made it better for them.

If benchmarks suggest your struggle to fill a particular role **is on par with the industry**, start nurturing prospects and building pipeline for that role *now*.

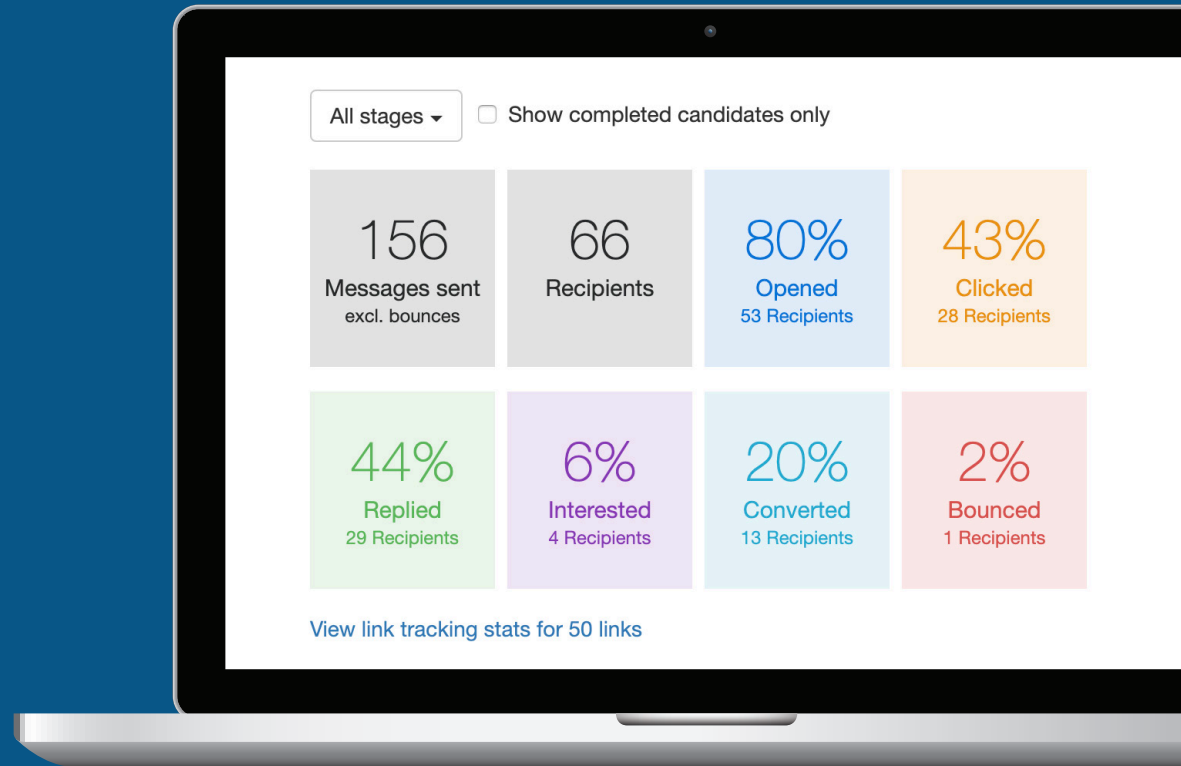
If your passthrough rates **aren't on par**, it's time for an **internal examination** of your people and processes to uncover why you're experiencing drop-offs that your competitors aren't.

Outreach Stats (San Francisco)



Before you get candidates into your funnel and into process, you've got to get them interested in the role or in the company. (In many cases, you'll have to alert them to the fact that your company even *exists*.) That's what outreach is for. Email outreach stats include open and reply rates as well as click-through rates: if you linked to something within your message content, did recipients click on that link to learn more? These numbers can give you worlds of insight into how compelling your subject lines are, how exciting your message content is, and what kinds of content prospects are ultimately most interested in, based on behavior and engagement. How many times did they open that email? Which of the four emails you sent did they open most often? If you included links in your outreach, how did users engage with that content and which content performed best? Were recipients who clicked more likely to reply? In short: what is the psychology of your target talent?

These are all questions you'll answer for yourself over time. In the meantime, below are open and reply rates for our San Francisco customers. As one of the most competitive job markets in the country—but one with a ton of opportunity—it should prove a good benchmark to check your own efforts against.



Gem's Outreach Stats let you track how your outreach communications are faring. Open rates, reply rates, and interested rates broken down by message content, talent pool, and even recipient's gender allow you see how your messaging is resonating with different populations over any given time period.

Email Open Rates* by Company Size & Role



	Engineering Manager	Engineering / Data Science	Product / Design	Sales / Success	HR / Recruiting
1-249 FTEs	90%	86%	94%	91%	96%
250-999 FTEs	83%	85%	87%	84%	Not enough data**
1000+ FTEs	84%	85%	89%	83%	82%

** In 2019, for whatever reason, very few recruiters among our medium-sized customers were sending outreach for these roles.



*These are open rates for a 3-stage sequence. In other words, recipients opened at least one of three emails they were sent over a given period of time.

Key Takeaways for Email Open Rates

There *is no* direct correlation between open rates and company size.

If anything, smaller companies are seeing better open rates across the board! But there's no clear pattern as company size increases. We humans are a deeply curious species; and—assuming a subject line is personalized and catchy—we enjoy the flattery of being recognized and desired for our work. Company size (and therefore, brand recognition) has no bearing on whether talent is willing to

entertain the thought of working for you by clicking into your email and seeing what you've got to say. After all, 90% of talent is open to hearing about new job opportunities—even if they aren't actively looking. (It's also human nature to believe the grass might be greener elsewhere.)

**For a three-stage email sequence,
an average open rate is 87%.**

This is a number worth aiming for in your own outreach efforts.

Our small customers see a **91% average open rate**,
while both our medium-sized and large customers see
85% average open rates.

How to Leverage the Data for Open Rates



Experiment with and test strategies to increase open rates

The two factors that influence open rates are send times and subject lines. Our data at Gem suggests that these are the best send times for specific roles:

Engineers Saturday (all day) and Sunday before 3 pm	Sales Sunday before 6pm
Recruiting Monday & Tuesday at lunchtime	Engineering Managers Saturday & Sunday afternoons and Monday & Tuesday at lunchtime

If you want more detail on send times, and our hypotheses around what makes the “good” ones good, check out our [Definitive Guide for Email Outreach](#). Of course, you’ll discover your own best times through trial-and-error; but these are great places to start testing.

When it comes to subject lines, personalization will be your strongest strategy: Personalized subject lines increase open rates by 26%; and as our own data shows, they nearly double response rates. But experiment, too, with appealing to curiosity or core values, questions, flattery, humor, and powerful verbs (“lead,” “reinvent,” “redefine”). Any of these, when done well, are likely to prompt more opens. (And if you want examples of what these strategies look like, you can also find them in our [Definitive Guide](#).)

Using personalized subject lines:

Increases open rates by
26%

Nearly doubles response rates
2x

Email Reply Rates by Company Size & Role



	Engineering Manager	Engineering / Data Science	Product / Design	Sales / Success	HR / Recruiting
1-249 FTEs	29%	25%	48%	41%	49%
250-999 FTEs	32%	31%	51%	39%	46%
1000+ FTEs	50%	36%	62%	47%	49%

Key Takeaways for Email Reply Rates

Reply rates vary by role: product and design roles see the highest average response rates (54%), followed by HR and recruiting (48%), sales and success (42%), eng. managers (37%), and finally, engineering and data roles (31%).

While they don't necessarily see higher *open* rates, companies with 1000+ FTEs see significantly higher *response* rates overall.

In fact, the data suggests that, for most roles, there's a direct correlation between company size and response rates. One theory is that this higher rate hinges on the perceived risk of startups—though it may also help that recruiters at larger companies generally have more collateral to point to (sleek careers pages, news and media mentions, employee blogs with “social proof” in the form of employees’ stories, best workplace awards, and so on). Larger companies have often simply had time to amass this collateral and build up their talent brand in a more public way.

For a three-stage email sequence, average reply rates are:

38%
Small companies

40%
Medium-sized companies

49%
Large companies



How to Leverage the Data for Open Rates

It shouldn't come as a surprise that **you'll have to work harder to get a response for your technical roles than you do for your biz roles**. This is where message content will be key. Work with your marketing team to build up collateral so you have something to point to in your outreach. Even without marketing support, you can get creative by mining your company blog for engineering-related content. Stay updated on surveys about what talent most wants in a job (according to LinkedIn, it's currently career advancement, challenge, and fair compensation). Pay attention to the factors they say they consider when accepting a new role (professional development, a better work-life balance) and the things they most want to hear from recruiters (why you're reaching out to *them* specifically, what the role's responsibilities are, and what the company's mission and culture is). To the degree that you can speak to these things, speak to them.

Smaller companies should be working on talent branding whenever and wherever possible. (Okay; this is true for *all* companies, regardless of size.) According to LinkedIn, **75% of talent considers an employer's brand before they even apply for a job**. From a recruitment perspective, this means reminding candidates as often as possible why your organization is unique and what makes it their most attractive option. TA teams should support marketing in building out brand messaging in everything from social media posts to careers pages, where you share culture, purpose, mission, and values. It also helps to have an in-house recruiting team. In-house teams are steeped in company culture, and can help illustrate and support the employer brand while speaking to the opportunities within each team with more nuance than an agency recruiter might.

Get creative with your outreach. According to our data, outreach sequences with four stages see the highest total response rates without sacrificing employer brand. We also see enormous success with cultivating longer-term relationships. Even after your initial outreach sequence ends, try again with prospects a bit down the road by checking in on how they're doing, sending them recent news about your company, or presenting new opportunities in hopes of capturing a different facet of their attention. The long game pays off.



Case Studies

Two TA Teams Using Gem Data to Become Best-in-Class Recruiting Orgs

At Gem, we're checking in with our customers regularly to learn how they're using data to make better decisions around hiring, what insights they're drawing from their numbers, how those numbers have helped them discover best practices for their team, and how our tools can best support them in uncovering those insights. We're constantly iterating on both our sourcing product and our core CRM to ensure teams have exactly the data they need to optimize their hiring processes at every stage of the funnel—from reachout all the way to offer-out. We caught up with Mike Moriarty (Global Head of Talent Acquisition at Dropbox) and Joel Torres (Lead Talent Sourcer at Twilio) to talk about what harnessing the power of data has done for recruiting at their respective companies. Hopefully, these stories will underscore the importance of tracking every data point you can—ideally with an automated solution—so you can improve both your recruiting performance and your candidate experience with each new set of hires.



Dropbox Uses Gem Data to Manage Recruiter Performance



Headquarters

San Francisco, CA

Industry

File Hosting/Cloud Storage

Size

2,000+

Pain Point/Challenge

Dropbox needed automated data collection and reporting so they could unlock both time and insights into their hiring funnel.

Results with Gem

- Recruiters no longer spend hours collecting and manually recording data, saving the team an average of 135 hours a week in repetitive processes (about 3.5 FTEs a year)
- Individual contributors can manage their performance and debug their own funnels
- Talent leaders can strategically reposition both candidates and recruiters to optimize hiring overall
- Gem's data has allowed for a talent acquisition philosophy in which recruiters can become thriving "bosses of their own business"

Dropbox is the world's first smart workspace, which brings together your most important content and tools into one organized place. Their mission is "to design a more enlightened way of working" by offering products that reduce mindless tasks so that customers can focus on meaningful work that's better organized and synchronized. Founded in 2007, Dropbox has acquired a series of software companies as it's grown; by the time of its 10-year anniversary, the company was ranked the 8th most valuable startup in the U.S. by *Business Insider*. Dropbox currently has over 600 million users and offices in 12 cities. The company has seen 19% growth year-over-year as of Q3 2019, and they're innovating on hiring metrics to keep that growth going.

Mike Moriarty is Global Head of Talent Acquisition at Dropbox, where he's been for three years. Prior to joining the team, Mike was an Engineering Recruiting Lead at a much bigger company—but prior to *that*, he worked in sales. That's where Mike developed his instinct for metrics. When he arrived at his last company, Mike said, they needed to see four offer extends a quarter. "And being a metrics-based commission-only guy, I had to know how I spend my time to get output. So I asked what the average conversion rate was from onsite to offers extended; and they were able to tell me that. But when I panned out to earlier stages of the funnel, and asked how many phone screens it took to get someone onsite, they said, 'Who knows?'"

That's when Mike sat down to create a tracker spreadsheet. He'd been used to tracking himself against averages: "I knew that for every 10 referrals I got, three people would sit down with me, and one of them would buy within 12 calendar months. I understood the metrics I could control and how many prospects I needed in each stage of the sales funnel to

close a deal. It was crazy that that didn't exist yet in recruiting. So the tracker spreadsheet solves that problem. But it's an empty shell without the data. Gem's product is capturing that data for Dropbox for the first time ever. Now that we have top-of-funnel data—which we no longer have to spend hours collecting and manually recording—we have much better insights into which parts of the funnel to optimize. We can focus on what

"Now that we have top-of-funnel data...we have much better insights into which parts of the funnel to optimize. We can focus on what matters because Gem is in the background, contributing the numbers."



Photo: Melissa Bordeau

matters because Gem is in the background, contributing the numbers. Which for us means unlocking both time and insights.”

Gem’s data allows Mike to take a top-down approach, and individual recruiters to take a bottom-up approach. The bottom-up approach works on a point system: 1 point for a reachout, a quarter point for following up with a prospect that hasn’t moved forward, 2 points for a phone screen, 3 points for a transition to onsite. The goal is 20 points per day. “At Dropbox,” Mike says, “we’ve got about a 60-day cycle. So if I’m a recruiter, how do I know I’m having a good day today? In my old industry, if I called 40 people, that’s a great day. Even if I didn’t sell anything; I’m building pipeline. There was nothing in staffing that valued you for those earlier pipeline stages; it was just offer extends or accepts. Now, if you’re a brand new recruiter, on day one, all you have to do to get 20 points is reach out to 20 people. Same with day two. That’s a good day; and you should go home feeling really good about yourself. Good days turn into good weeks; good weeks turn into good months and good quarters.”

Two things eventually happen, says Mike. The first is that recruiters learn to use the data for performance management. “This was the first thing I did when I became a lead: I sat down with everybody. I go through their points and say okay; where are we trending? What are your ratios? Usually there’s one small piece of the funnel that’s a recruiter’s biggest challenge. If you’re reaching out to enough people but no one’s moving forward, then either you’re reaching out to the wrong people or you’re not great on the phone yet. If you’re not seeing many onsites, go back and connect the dots in the data: What were you doing two months ago? Probably not very many phone screens. And if we just fix that little snag, you’re gonna get better results with the same amount of effort.”

The second is that, as recruiters become more seasoned, the work becomes less about reaching out. “You’re better at your job, so you have a better passthrough rate. You don’t need to do as much at the top of the funnel; you have a pipeline of 800 people, and it’s less about finding people and more about converting them.” In the sourcing world, where so many focus on “feeding the funnel,” Mike points out that this is where recruiting becomes more than a volume game. “Volume is too primitive.

“Thanks to Gem, I increased the PPR (productivity per resource) of the full lifecycle team by 3x for the same cost to the company.”

Having 200 phone screens means nothing if 199 of those candidates are dropping out afterwards. When you don’t have the data, it’s easy to call it a staffing problem. That’s the default, knee-jerk reaction for hiring managers. But data changes the narrative: more recruiters or more phone screens aren’t the solution. In fact, bringing in more people is probably worse because there aren’t fair evaluations happening. We need to fix the root cause, not throw volume into a process.” The shift to being a metrics-driven organization has fundamentally shifted Dropbox’s approach to recruiting from a numbers game to a thoughtful look at each stage in the hiring process.

Mike’s top-down approach isn’t just about where recruiters’ funnels are breaking down or why they may not be trending toward goals. When it comes to performance management, Gem’s data also reveals “pipeline leaders”: recruiters who are experts at certain stages of the funnel. “The team teaches each other that way. Maybe I roll this up and I say to someone, ‘You need to talk to Vince [Gutierrez, Technical Recruiter at Dropbox] because Vince’s phone screen-to-onsite ratio is incredible. But Vince, you’ve reached out to 40 people and this person has reached out to 12 with the same number of responses. Dig in and find out what they’re saying in their emails—which Vince can do right through Gem.” It’s an untraditional approach to performance management—and it’s made the team at Dropbox a best-in-class organization. Team members use Gem to see “their individual data against the team’s data, then go find the person who has strengths where they might not. Go shadow them. Sit down with a diversity sourcer—someone who has strategies for finding and nurturing underrepresented talent—and learn best practices if that’s where they’re struggling.”

Mike says that data has allowed for strategic repositioning of both candidates and recruiters, for both the best candidate experience and for recruiter workload

management. In order to manage the candidate experience, “we can distribute candidates as evenly as possible. I don’t want to put 30 candidates in the pipeline for one role and only two in another; because when we close someone [in the pipeline of 30] we’ve got 29 candidates that are sold on that particular role, and now we have to try to sell them a different one.” To control for that, he looks at the balance of pipelines every week, and is cognizant of the candidates who are role-agnostic so that “we can educate them on other roles with pipelines that aren’t as full.”

With Gem’s passthrough rate data, Mike can also reposition recruiters based on their strengths. For example, Mike discovered a handful of recruiters who “know how to find people. They know how to sell. They’re not as strong when it comes to closing; but we help with that. I don’t put them on evergreen roles; they get the weird, one-off roles. They’ve become my ‘flex team,’ and they go wherever I need them to go.” Mike also uncovered a group of recruiters who weren’t necessarily managing high volume funnels, but who “had good, efficient closes. They’re exceptional relationship builders.” He created what they now call the FLC (full lifecycle) team, and “it’s one of the best moves I’ve ever made. I increased their PPR (productivity per resource) by 3x for the same cost to the company.” Gem is Mike’s “source of truth” for these decisions, so that “no one needs to work off gut feeling anymore.”

Mike brought us to another section of the tracker spreadsheet where recruiters can see their own metrics against average passthrough rates, and use that for light forecasting and goal planning. “Right now, it’s set for three offer accepts this quarter. But if the IC [individual contributor] wants to see five, they just change the number in the ‘Offers Accepted’ field and the values in other fields also change. Now you know how many phone screens you’d need to get those five offers.” Mike notes that recruiting teams often focus on overall headcount goals or department-wide gap-to-goal metrics; but it’s hard for recruiters to understand what those numbers mean for their own output. These trackers, and Gem’s data, serve to fill that gap: “This is just me, with my own book of business. These are the goals I set for myself. Based on the average passthrough rates I see here—and based on what I know about my own strengths, from my own data—am I actually going to meet them this quarter?”

Ultimately, Mike says, what the data allows for is autonomy: “empowering people to run their own business. I never had a boss in my whole career,” he says. “I needed the autonomy to try things and measure them. If I’m off track, I need to be able to make that call myself, not depend on someone else to do it for me. That’s what Gem has

allowed the team at Dropbox to do. If you want to be a top producer, you can do that, regardless of what your own process is to get there. If you want to leverage the data to your advantage, you’ll get more efficient. Soon enough, you’re not using 100% of your time to get 300% of your number; you’re using 70%. Now you have 30% of your time to build yourself. *I’m* happy because you’re producing what we expect you to produce; but now *you* have time to ask the question: What do I want to learn to do now? What’s next in my career?”

Thanks to Gem, Dropbox has implemented a hiring philosophy that’s made their TA team an industry-leading organization. Mike encourages his team to use Gem’s data to own their own process and understand how to pull different levers, work their strengths and develop their weaknesses to control their output. He owes the recruiting team’s “very low” attrition rate and high satisfaction to the fact that “our sales pitch is: Come be your own CEO at Dropbox. I’m not your boss; I’m your business coach. That’s all.” Once you hire people who want to be those kinds of recruiters—“the self-accountable, data-minded, disciplined entrepreneurs—just get the obstacles out of their way, because they’re gonna run with it. It’s incredible to watch.”

Mike says that Gem’s automated reporting has allowed Dropbox to get the fundamentals right in order to be able to innovate. “You can’t become extraordinary until you’ve got the ordinary processes down first. We’ve got these great automated metrics thanks to Gem; and those fundamentals have enabled us to move into the extraordinary space, where we’re building new metrics that have never really existed in staffing. It’s completely changed our game internally. I get emotional about Gem. Because here’s this spreadsheet I built on my couch eight years ago. And with Gem, it’s all automated. That’s why I’m so excited to be a part of Gem, and why I believe in it: Because it was built for the recruiter; it’s built bottom-up. You’ve got to build for the IC if you want this industry to thrive and last.”

“I get emotional about Gem. Because here’s this spreadsheet I built on my couch eight years ago. And with Gem, it’s all automated. That’s why I’m so excited to be a part of Gem, and why I believe in it: Because it was built for the recruiter; it’s built bottom-up.”

Twilio Debugs its Diversity Hiring Funnel with Gem



Headquarters

San Francisco, CA

Industry

Cloud Communications

Size

3,000+

Pain Point/Challenge

Twilio needed a solution that would allow individual recruiters to understand their own performance and provide TA leaders a full view of pipeline analytics, so they could understand where hiring bottlenecks were and optimize—especially when it came to meeting diversity goals.

Results with Gem

- Talent leaders have preempted situations that could ultimately have hurt their diversity goals
- Recruiters can observe hiring trends and make recommendations accordingly
- Recruiters can better understand what reqs to prioritize or where candidates are in a holding pattern, so they can act to move them forward

Twilio is a leading cloud communications platform that powers communications for over 40,000 businesses globally. It has democratized communication channels by enabling developers to add capabilities like voice, video, chat, and text messaging to their applications, so businesses can reinvent how they engage with their customers. Founded in 2008, the company is worth over \$19 billion today, and has offices in 23 cities and over 250 currently-open positions. Despite the speed at which its recruiting team is working, Twilio continues to prioritize diversity in its hiring. The company was named one of America's Most JUST Companies of 2020 by Forbes and JUST Capital, with particular recognition for its diverse and inclusive workplace.

As a Lead Talent Sourcer at Twilio, Joel Torres is spearheading Twilio's diversity hiring efforts. He loves joining companies when they're massively scaling, but Twilio is his first role in which diversity has played such a big part in the overall hiring strategy. "When I joined, I was told I'd help build a sourcing team from scratch, and I'd also be doing 'a bit of work' around diversity. A few weeks after I started, the company released its diversity goals. It was then that I came to know what 'a bit of work' meant."

Joel understood two priorities early on. The first was that everyone in talent acquisition had to be fully focused on the company's goals, rather than relying on a "tiger team" of recruiters to deliver. "A lot of TA orgs create separate teams for diversity sourcing and recruiting, which is great. It demonstrates that's a priority for the company. But the psychological effect that can have on other recruiters means diversity goes out the window if they aren't held responsible for the same goals. So I knew it would be my job to build or

"Let's say I have a recruiter who is working with four different hiring managers. I'll go into Gem and filter the interview stages by gender. And from there I can see, based on passthrough rates, which hiring managers need help balancing the gender equity on their respective teams. By analyzing the passthrough rates of female candidates across different hiring managers, we can address areas of opportunity when it comes to hiring strong talent that truly represents the diverse market."

seek out tools that would allow the whole team to easily identify and reach out to talent. That's where Gem came into play."

The second priority was tracking data. "Because of course it's not just about reaching out," Joel says. "It's also about measuring how we're trending along the way. I live by the rule of: 'If you can't measure it, you can't improve it.'" Joel says he thinks a lot of TA teams are just afraid of data. "They see a wall of numbers and they freeze up. But there are user-friendly solutions—like Gem—out there; you just need to learn how to interpret the story behind each data point. Data will show you where the bottlenecks are, or what stages of the funnel could be optimized. And when your resources are limited, that's crucial."

Joel tells a story about using data to preempt what might have been a "nightmare situation" for reaching Twilio's gender goal. (Their goal is 50% female-identified talent across roles and teams.) "Last summer, we had a team of sourcers allocated to our sales team, and the division had knocked their numbers out of the park. They were almost over quota and data we had pulled showed the percentage of women they were hiring was terrific.

"We'd essentially been told we could roll off our passive sourcing efforts—but I don't like to make a move without looking at *all* the data first. I want the full story. That's where Gem came through," says Joel. He dug through the data in more detail and discovered that although their sales sourcing efforts were yielding high numbers of women hired, the proportion of male candidates coming through the pipe via non-sourcing hiring channels (applicants and referrals) was actually increasing quarter over quarter—so much so that, by Q3, they would have reverted back to making significantly more male than female hires. "If we

"Sometimes the data validates gut instinct; sometimes it doesn't. Maybe a recruiter thinks 80% of their hires are coming from passive sourcing, when in reality only 40% are... the reality is that other sources are just as fruitful. That kind of intel can radically change someone's recruiting strategy for the better."

had released the sourcers dedicated to sales hiring and sent them back to work with different teams, things only would have escalated," Joel said. He showed the team these insights he'd uncovered, and they decided to keep a sourcer on sales roles. "That's one of the ways Gem has helped us zero-in on stages of the process where we may be falling short on equitable gender hiring."

Joel says that Gem has "really come through" for Twilio with its gender passthrough rates. "I can look at the numbers as stark truth and work backwards from there. Let's say I have a recruiter who is working with four different hiring managers. I'll go into Gem and filter the interview stages by gender. And from there I can see, based on passthrough rates, which hiring managers need help balancing the gender equity on their respective teams. By analyzing the passthrough rates of female candidates across different hiring managers, we can address areas of opportunity when it comes to hiring strong talent that truly represents the diverse market. We can also see which groups are performing well against the average and celebrate the team and recruiter publicly. If I see a team that's significantly moving the needle on diversity, I dig into what they're doing to see if there's something that can be scaled to the rest of the company. I'm constantly using Gem to look for practices we can magnify and launch as best practices across the org."

At the individual sourcer and recruiter level, with Gem, Joel can view his team's activities and hone in on trends to better guide their efforts. "Sourcers can see what percentage of their time is spent on phone screens with men versus women, or where their source of hire comes from. Sometimes the data validates gut instinct; sometimes it doesn't. Maybe a recruiter thinks 80% of their hires are coming from



Photo: Melissa Bordeau

passive sourcing, when in reality only 40% are. It's just that that recruiter is spending 80% of their time sourcing; so it *feels like* the majority of hires are coming from there—but the reality is that other sources are just as fruitful. That kind of intel can radically change someone's recruiting strategy for the better.”

Another factor is what happens once the candidate is out of the sourcer's hands. “As Lead Sourcer, I need to know each hiring manager's tendencies, so my team knows how to work effectively with every one of them. Gem's funnel shows me passthrough rates including Offer Extend to Offer Accept. If more than half of candidates decline an offer, I know that something along the process of closing the candidate is broken—so we have to make sure those holes are identified. More importantly, I know my team has to increase the number of people that make it to the Offer Extend stage in order to get the hires that are needed. We can't just say, ‘Okay, we've got three people in that final stage; we don't have to work on that job anymore’ if the data tells me it'll take six people to make a hire. That's another reason to look at the data: so you know how to efficiently work with your hiring managers, while also using those numbers to influence better passthrough rates going forward.”

Joel sums up what Twilio has been able to do with data—and with Gem—for both diversity hiring and hiring in general. “For one, I can see where individual bottlenecks are. If a recruiter is having 20 times more phone screens for a certain hiring manager, do they fully understand what they're recruiting for? Does the hiring manager fully know what they need and if the market aligns with it? We want to make sure that our candidates have a great candidate experience and Gem's analytics have allowed me to identify those who could be moved into pipelines for different roles. If the role is in a holding pattern, why not ask the hiring manager's or recruiter's permission to introduce the candidate to a team with an open role and an appetite to hire right *now*?”

In other words, Joel has done a *lot* of funnel debugging thanks to data—and Gem has made his job easier. “Gem essentially forces us to adhere to good practices. Recruiters have to report details about outreach responses; hiring managers have to submit scorecards. We can't track data that isn't there. It also justifies sourcers saying to

hiring managers, ‘Hey; you have to submit these because we're measuring.’ That makes my job easy. We can impose good practices on hiring managers while pointing to our value of diversity.”

What's more, data has strengthened internal communication. “Every one of these passthrough rates has a story,” Joel says, “and someone has it: Why is this number what it is? The story doesn't stop at the number. If you're really serious about letting data guide your decisions, you have to be willing to dig in. That takes conversation. It takes critical thinking, and it takes an understanding of the business context behind the numbers. But it's precisely that combination of things that makes for a terrific recruiter. And it's the ability to locate the story that makes for a terrific hiring organization.”

“If you're really serious about letting data guide your decisions, you have to be willing to dig in. That takes conversation. It takes critical thinking, and it takes an understanding of the business context behind the numbers. But it's precisely that combination of things that makes for a terrific recruiter. And it's the ability to locate the story that makes for a terrific hiring organization.”

How Gem Can Help

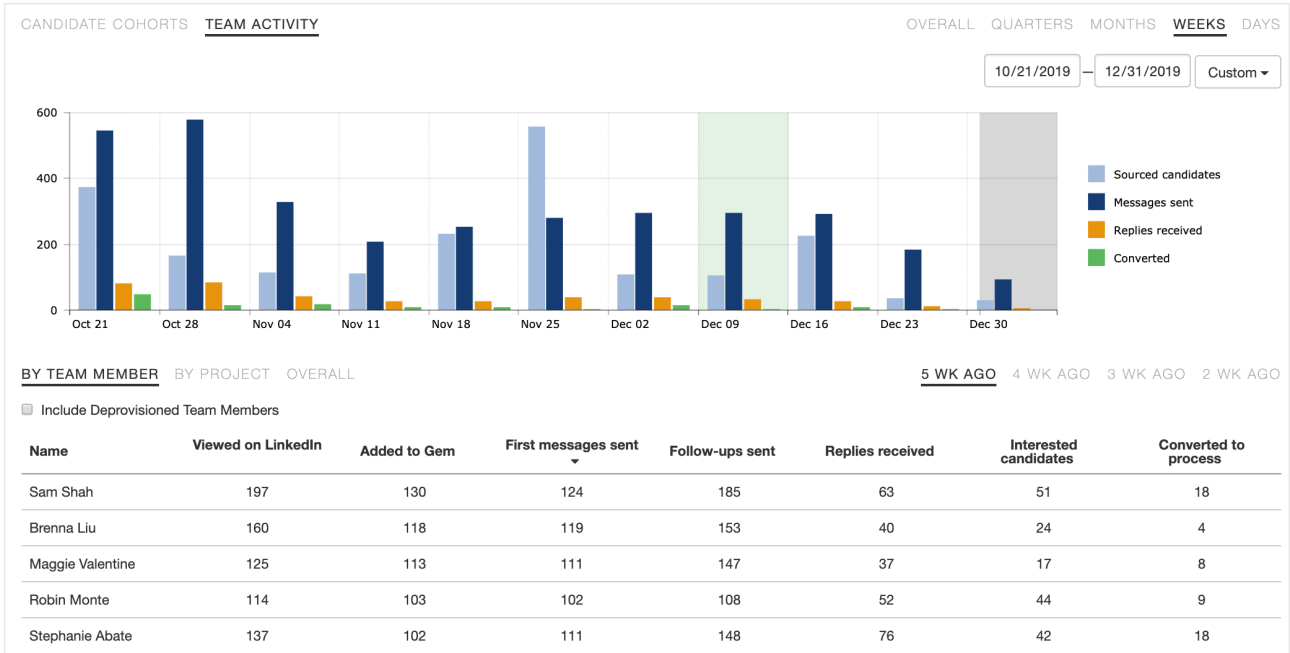
At Gem, we know that the strongest recruiting teams run on data. Numbers give recruiting teams an objective view of their efforts, so they can figure out where their hiring pipeline is stuck or leaky, make quick mid-quarter pivots, and see those adjusted strategies pay off. You can't build strong recruiting strategies if you don't know where to move the needle—or which needles need to be moved. That's where Gem's metrics can help.





Outreach Stats

Gem’s Outreach Stats let you track how your outreach communications are faring. You can view open rates, reply rates, and interested rates broken down by message content, talent pool, and even the recipient’s gender to see how your messaging resonates with different populations over any given time period. Did your team kick off a targeted campaign two weeks ago? See how it’s performing now. Is one sourcer’s outreach converting candidates at higher rates than others? Dig into their messaging to share tips with the rest of the team. You can also use Outreach Stats to manage your team’s full top-of-funnel output. Outreach Stats tracks the number of LinkedIn profiles viewed and the number of prospects added to Gem, as well as the number of prospects contacted, followed-up with, and more, for any given time period, per recruiter.



Team Activity shows how many activities—LinkedIn views, first messages, follow-ups, etc.—were performed in a given time period, helping recruiters understand where they’re spending their time.

“I can find a recruiter in Gem, and I can see what they’re sending out and seeing a high success rate with... Which reachouts are seeing the highest reply rates? What about those are unique? Is it the length; the style; the headline? We literally get to learn from each other through data, and leverage that learning to craft better outreach emails.”

Joe Gillespie
 Head of Tech Recruiting
 Robinhood



Content Stats

If you include links in your outreach messages through Gem—which we highly encourage as a way to showcase what’s great about your company—you’ll be able to track how prospects engage with that content. Link to that blog post written by your female head engineer, or to the article about your recent round of funding, or to a page about your core values—and then use Content Stats to discover what content compels prospects to click, and which clicks lead to replies. All this data will better inform your outreach strategy—not to mention help you control your talent brand.

Links in sequence content

- ✓ any time
- in the past week
- in the past month
- in the past 3 months**
- in the past 6 months
- in the past 12 months
- more than a month ago
- more than 3 months ago
- more than 6 months ago
- more than 12 months ago

	Replies	Msgs sent	Recipients	Replied	Clicked	Replied & clicked
	31	12198	4948	1077 (22%)	529 (11%)	180 (4%)
	55	2814	1650	503 (30%)	345 (21%)	192 (12%)
	68	4883	2858	913 (32%)	174 (6%)	96 (3%)
p://www.gem.com/	60	1912	1271	184 (14%)	150 (12%)	51 (4%)
ps://www.businessinsider.com/for...	46	1722	1686	386 (23%)	126 (7%)	80 (5%)

Content Stats aggregates every link in sequences across your entire Gem instance, allowing you to see stats like the number of unique individuals that received the link, the number of clicks the link saw, and the number of replies received after prospects clicked into the link.

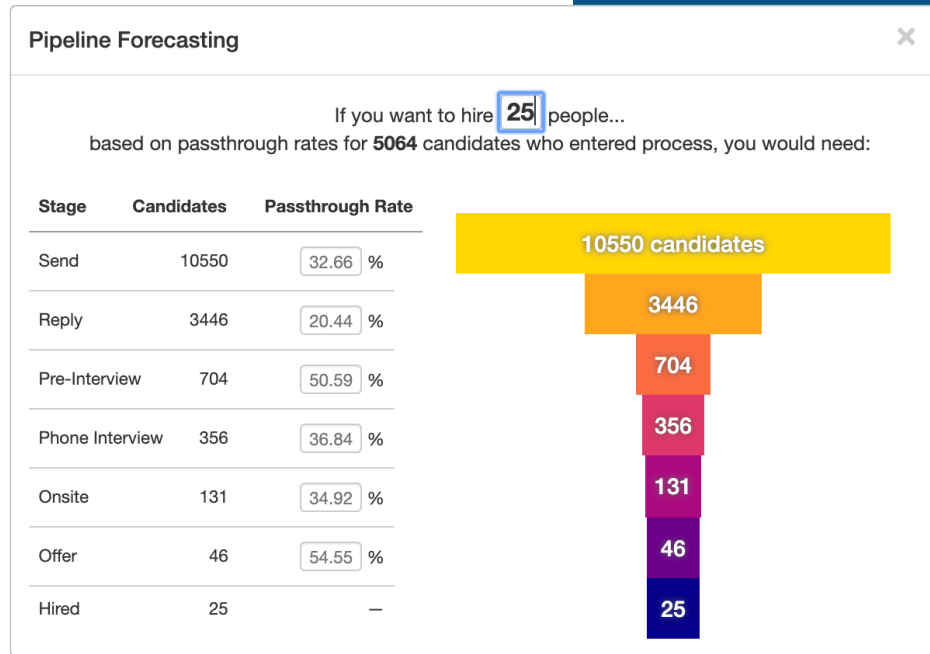
“I can see that our most recent hire went from our second email to our website to a blog post; he responded to us 6 minutes later. Thanks to Gem, I know how he became familiar with us, and what content ultimately prompted him to engage with us.”

Shannon Zwicker
Manager of Recruiting Operations
Cockroach Labs

Pipeline Analytics

Whereas Outreach Stats allows you to analyze your team's top-of-funnel activities, Pipeline Analytics (Gem's analytics platform that's fully integrated with your ATS) allows you to view your full funnel, from initial outreach to hire. Pipeline Analytics combines all of Gem's outreach data with all of your ATS's candidate data in order to help you answer questions like:

- How many offers accepted did Recruiter X get in Q4?
- What are our passthrough rates from phone screen to onsite for Software Engineers in the Austin office since the beginning of the year?
- How many candidates in the Sales department have offers extended that haven't been accepted yet?
- How many candidates will we need at each stage of the funnel in order to hire 7 Product Managers, based on historic conversion rates?



Gem's forecasting calculator uses the historical data from previous hires in your CRM to tell you how many candidates you need in each stage of the funnel to hit your hiring goals for specific roles.

	Gem				Greenhouse							
	Send	Reply	Pre-Interview	Phone Interview	Onsite	Offer	Hired					
▼ Overall	5064	1654	338	171	63	22	12	(0.2%)				
Passed through	1579 (31%)	281 (17%)	105 (31%)	40 (23%)	18 (29%)	12 (55%)	12 (100%)					
Skipped stage	75 (1%)	57 (3%)	66 (20%)	23 (13%)	4 (6%)	-	-					
Waiting	3410 (67%)	1316 (80%)	13 (4%)	8 (5%)	8 (13%)	3 (14%)	-					
Rejected	-	-	84 (25%)	73 (43%)	27 (43%)	1 (5%)	-					
Dropped out	-	-	70 (21%)	27 (16%)	6 (10%)	6 (27%)	-					

Passthrough data gives you insights into the strongest stages of your hiring funnel, as well as where the bottlenecks are and where candidates might be stuck in a holding pattern.

To learn more about how Gem can supercharge your recruiting team, visit us at gem.com.



Lauren Shufran
Author

Lauren is Gem’s content strategist and lead writer. When she’s not trying to tap into talent teams’ pain points, she’s on her yoga mat or hiking the hills of Marin. She’s also got a penchant for 16th-century literature. Come at her with your favorite Shakespeare quote.



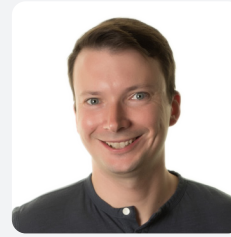
Sarah Koo
Contributor

Sarah is our Head of Product at Gem. She talks to customers all day but is otherwise fairly silent when baking, running, and skiing. She loves all of Gem’s dogs equally,



Drew Regitsky
Contributor

Drew is a founding engineer at Gem. He knows Gem data better than anyone, so when we asked him for help with our outreach stats, he generously gave his time. When he’s not working with data or building the Gem product, you can find him at Mission Cliffs, staring at a 5.11 and regretting that big bowl of ramen he just ate.



Mike Pinkowish
Contributor

Mike is Head of Engineering at Gem. As a hiring manager, Mike quickly recognized the opportunity that Gem had to up-level how teams recruit with first-class software and a data-driven approach. Outside of the office, Mike enjoys skiing, slow-cooking, and spending time with his Boston Terrier, Ziggy.

Methodology

Over the last two years, Gem has worked with hundreds of customers across a wide range of industries, including tech, finance, healthcare, and professional services. In this report we focus on data from our tech customers, including over a million emails sent from thousands of sourcers and recruiters, and passthrough data from nearly 600,000 candidates that moved through their hiring funnels. Big gratitude to our very own Drew Regitsky and Mike Pinkowish for pulling and assiduously poring over so much data.

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Gem is an all-in-one recruiting platform that integrates with LinkedIn, email, and your Applicant Tracking System (ATS). We enable data-driven, world-class recruiting teams to find, engage, and nurture top talent. With Gem, recruiting teams can manage candidate pipeline with predictability.

To learn more and see a demo, visit

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